



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

4 January 2006

ATTG-Q

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 12, Guidance and Restrictions on  
TRADOC-Funded Conferences

1. A past peacetime tradition for Branch Commandants was to host conferences that would inform leadership of respective branches on current ongoing activities, build cohesion among current and former members of the branch, and provide information on future initiatives, as well as getting feedback from the field.

2. We are now at war and have been for over the past 4 years. We are also an Army transitioning and supporting our Soldiers and leaders in this effort. Collaborative information systems are prevalent in exchanging information, as well as attaining feedback from our customers. In short, the availability of information systems has supplanted our requirement for annual branch conferences.

3. I am not opposed to conducting seminars and engagements with leaders and Soldiers who will assist us in fulfilling our duties to support the Army. At the same time, we remain resource constrained and must use all available resources, to include time, to meet our mission requirements. As such, you are authorized to conduct these engagements provided the following conditions are met:

a. Conferences/seminars are warfighting focused with specific objectives to be achieved that will improve our ability and capabilities in a common operating environment.

b. Displays of equipment and vendor wares are not a focus of the meeting.

c. The agenda is not duplicative of past branch conferences or reunions that take leaders away from units and/or place demands on our personnel that otherwise conflict with our mission execution.

d. Attendees are limited to those who can specifically contribute to the mission and objectives of the engagement.

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e. Cost is minimal, to include the cost to other TRADOC entities who are requested to attend. This headquarters will not provide resources to host conferences.

f. Leaders will consult their Joint Ethics Advisors to ensure compliance with current policies or statutes when hosting or attending conferences.


4. We must continue to use all available means to stay engaged with the operational Army and our partners in the Generating Force. At the same time, we, as leaders, must make the hard decisions that utilize our resources wisely in attainment of our primary missions. I expect nothing less.

5. This guidance also pertains to our leaders and personnel attending other forums. You must make sound decisions as to the return on our investment in attending conferences and events that do not directly support our mission.

6. As leaders, I expect you to do what is right for our Army. Specific requests for approval of these conferences are no longer required at this level; however, I expect you to adhere to this guidance.

7. Point of contact is MAJ Charlie Kim, (757) 788-3141/  
DSN 680-3141, or charlie.kim@us.army.mil.

8. Victory Starts Here!



WILLIAM S. WALLACE  
General, U.S. Army  
Commanding

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